

DDA Conference
15-16 April 1982

Legionary
File pls
DDA File: 100-22² STAT

Thursday, 15 April

1200 - 1400	Settle in/lunch	
1400 - 1415	Introduction/Conference Objectives	DDA
1415 - 1430	Status of Strategic Plan	IHSA
1430 - 1530	Information Handling in the DA	D/ODP
	<ul style="list-style-type: none"> a. A terminal on every desk? b. Common policy on word processors. c. Interoffice electronic mail--should we pursue? d. Interconnected automated registries in the DA--a worthwhile aim? 	
1530 - 1600	OC Recapitalization and Status of DTS	D/OC
1600 - 1630	Executive Order 12356 Implementation	D/OIS
1630 - 1700	Update on Payroll, Finance/CRAFT Testbed	D/OF
1730 - 1830	Cocktails	
1830 - 1930	Dinner	
1930 -	DA Personnel Resources	ADDA CMO
	<ul style="list-style-type: none"> a. FTE/position ceiling difficulties b. Unanticipated requirements c. Priorities vs. shortfalls d. Reallocation of some FY-83 positions to meet pressing needs. 	

Friday, 16 April

0700 - 0830	Breakfast	
0830 - 0900	Statistical Findings re Health of Agency Employees	D/OMS
0900 - 0930	Security Discipline/Leaks/Countertheft	D/OS

Friday, 16 April (continued)

0930 - 0945	Current Issues in Logistics	D/OL
0945 - 1000	Current Issues in Training	DD/OTE
1000 - 1200	DDA	DDA
	<ul style="list-style-type: none"> a. Problems revisited (DTS, SAFE, Payroll, etc.) b. Communications within the DA (too much; too little) c. Viability of the "M" career service d. Succession planning. e. Resources vs. objectives f. Team work g. Relations/approach--EXDIR, OGC, IG, Comptroller h. Future direction/objectives 	
1200 -	Lunch/depart	

- NOTE:
- a. Please adhere to times allocated for each topic.
 - b. Please let us know if you need directions [] the guard at the front gate can provide directions [] STAT
STAT
 - c. Office directors will be lodged [] staff officers at BQ #3 STAT
 - d. If you want to ride with someone and leave your vehicle at Headquarters, please let us know.
 - e. [] has been invited to the cocktail session. STAT
 - f. The "tab" will be divided among all participants.

Page Denied

Next 6 Page(s) In Document Denied

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

DDA Office Directors Conference

FROM:

Director of Medical Services

EXTENSION

NO.

DATE

30 April 1982

STAT

TO: (Officer designation, room number, and building)

DATE

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

RECEIVED

FORWARDED

EO/

1. Deputy Director
for
Administration30 APR
198230 APR
1982

JH

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A/D&A

5-3

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DDA

5/3

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File

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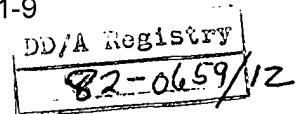
12.

13.

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15.

DDA
FILE 33



30 April 1982

MEMORANDUM FOR: Deputy Director for Administration

FROM: Robert A. Ingram, M.D.
Director of Medical Services

SUBJECT: DDA Office Directors Conference

1. I felt that the DDA Office Directors Conference was both well run and very worthwhile from the OMS viewpoint. It was particularly helpful in developing an interchange between the various offices and an appreciation of their problems. A demonstration of the reason and concern shown during the personnel exercise on Thursday night was impressive. Of no less importance was the opportunity for you to present your concerns in a forum where these could be discussed without the time constraints of a normal working day, which is always the case if such discussions are held after staff meetings.

2. With regard to your concern about communicating with the offices, I feel that OMS is receiving sufficient communication from you and have no hesitation (as you are probably aware) to ask for your guidance when I feel that I need it. I do have a concern, however, that I may not be communicating sufficiently with you to serve your needs. If that is the case and you wish a different format, more detailed presentations, or focus on different issues, please let me know.

3. The meeting was an excellent opportunity, and I would recommend that we do it at least annually.

A rectangular box used to redact the signature of Robert A. Ingram.

Robert A. Ingram, M.D.

STAT

Date

ROUTING AND TRANSMITTAL SLIP

27 APR 1982

TO: (Name, office symbol, room number, building, Agency/Post)

1. EO/DDA

2. A/DDA

3.

4.

5.

Action	File	Note and Return
Approval	For Clearance	Per Conversation
As Requested	For Correction	Prepare Reply
Circulate	For Your Information	See Me
Comment	Investigate	Signature
Coordination	Justify	

REMARKS

John

I will send a cc to ea attendee plus SSA/DDA and Safety. ~~1-2~~

1-2: May I go ahead? ^{ba}



None

DO NOT use this form as a RECORD of approvals, concurrences, disposals, clearances, and similar actions

FROM: (Name, org. symbol, Agency/Post)

Room No.—Bldg.

Phone No.

STAT

STAT

SECRET

DD/A Registry

82-0659/11

27 APR 1982

DD/A REGISTRY
FILE: 33

MEMORANDUM FOR THE RECORD

FROM: [REDACTED]

Executive Officer to the DDA

SUBJECT: DDA Office Directors Conference - 15 and 16 April 1982 [REDACTED]

1. The following personnel attended the DDA Office Directors Conference held at the [REDACTED] on 15 and 16 April 1982:

25X1

Harry E. Fitzwater, DDA; William N. Hart, ADDA; [REDACTED]
D/OC; Bruce T. Johnson, D/ODP; Edward L. Sherman, D/OF; [REDACTED]
[REDACTED] D/OIS; James H. McDonald, D/OL; Robert A. Ingram, D/OMS;
[REDACTED] D/OS; [REDACTED] DD/OTF; [REDACTED]
[REDACTED] CMO/DDA; [REDACTED], IHSA/DDA; [REDACTED]
EEO/DDA; [REDACTED]

15 April

2. The ADDA provided an introduction to the conference, outlining the major objectives to be achieved including enhancement of communications within the directorate, reestablishment of team work, and guidance for future directions. [REDACTED]

3. The IHSA discussed the status of the Strategic Plan. He said that we have a ways to go, but that the initial draft of the plan should be completed by June. There has been a one-month slip in the schedule due to the SAFE Audit Team activities. The IHSA mentioned that there is still need for a "grand design." There followed a lengthy discussion regarding the strong reactions resulting from the publication [REDACTED] It was concluded that the basic problem is in the philosophical realm rather than with the technical details included in the notice. [REDACTED]

4. The D/ODP led a discussion concerning information handling activities within the directorate. The question as to whether we should develop a cohesive plan regarding our information handling activities was discussed in some detail. In view of the development of a Strategic Plan for the Agency as a whole, we might serve as a model for some to demonstrate the value of standard architecture. While there is no pressing, current need to tie the Offices together in this area, we must be prepared to meet the need when it arrives. It was generally agreed that strong Agencywide architectural discipline must be imposed. Several Office directors offered to have parts of their components serve as "test beds." Security concerns in the area of information systems were discussed. [REDACTED]

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25X1

25X1

25X1

6. The D/OIS provided a briefing on the new Executive Order 12356 and its implementation. [redacted]

7. The D/OF discussed the status of our payroll system: its antiquated state; [redacted] and the difficulties being encountered relating to [redacted]. He also provided a briefing on the [redacted] and how OF will be tying into CRAFT in a series of experiments concentrating on the automation of the field accounting system. OF will follow wherever CRAFT is installed abroad. The automated process is inevitable and will result in substantial savings in manpower and increased efficiency and effectiveness. [redacted]

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25X1
25X1

25X1

8. The evening session, moderated by the ADDA, concentrated solely on the directorate's personnel resource problems. As a result of this session, it was decided that the following changes in personnel resource levels for FY-1982 would be effected immediately:

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O/DDA
OMS
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OIS
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ODP
OF

In addition to the above changes, further discussions led to agreement regarding the following personnel ceiling shifts within the directorate for FY-1983:

25X1

O/DDA
OMS
OC
OIS
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OS
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ODP
OF

It was agreed that our budgetary levels reflecting the above changes would not be effected officially until sometime before the OMB hearings on our 1984 program. We will, nevertheless, proceed as if these changes are in effect. [redacted]

25X1

SECRET

SECRET16 April

25X1 9. The D/OMS provided a briefing on statistical findings relating to the health of Agency employees. Several Office directors requested data specifically relating to their own individual components. []

25X1 10. The D/OS discussed the general thrust and philosophy of the Agency's security programs. He concentrated his remarks on our personnel security efforts, the problem of leaks, and the activities of the newly established countertheft unit. []

25X1 11. The D/OL outlined major problems and issues relating to our logistical activities including the growing technology in the printing and production area; GSA cutbacks; space shuffles in the Headquarters building; []
25X1 [] and procurement problems encountered
25X1 in meeting the needs of our expanding Agency. []

25X1 12. The DD/OTE discussed the substantive increase in demands imposed on OTE's resources; the need to establish priorities; the overcommitment of resources in []
25X1 [] and new requirements for analysis training. He also
25X1 mentioned the need for additional air support; the need for management's commitment to support the [] who teaches what in the information science area; and
25X1 [] UNCODED

25X1 13. The DDA concluded the conference by an in-depth discussion of the organization of the top echelons of the Agency; two major problems which have consumed the bulk of his time as DDA--SAFE and DTS; the inevitable problems of scarce resources to meet increasing requirements; and the need for long-range planning. []

Distribution:

- 0 - DDA Subj
- 13 - Ea Attendee
- 1 - SSA/DDA
- 1 - C/Safety
- 1 - DDA/MS
- 1 - EO Chrono
- 1 - DDA Chrono

25X1 EO/DDA/[] ba(27Apr82)

SECRET

ROUTING AND TRANSMITTAL SLIP

Date

4/21/82

TO: (Name, office symbol, room number,
building, Agency/Post)

Initials

Date

25X1
1. [Redacted] *AM* 21 APR 1982
2. *A/DDA - FY1* *AF* 4-22
3. *DDA - "* *AF* 22 APR 1982
4. *File*
5.

Action	File	Note and Return
Approval	For Clearance	Per Conversation
As Requested	For Correction	Prepare Reply
Circulate	For Your Information	See Me
Comment	Investigate	Signature
Coordination	Justify	

REMARKS

DD/A REGISTRY
FILE: 33

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FROM: (Name, org. symbol, Agency/Post)

Room No.—Bldg.

145A

Phone No.

21 April 1982

John,

This note is in response to your request for comments concerning the effectiveness of this past Office Directors' session and the potential topics for future ones.

was First, I thought the format and effectiveness of the 15, 16 April session ~~was~~ excellent. With a minimal time commitment, some effective communications and dialogue was produced. I believe such sessions offer particular promise in fostering openness, cooperation, and mutually supportive problem solving. It was an excellent base to build upon.

With regard to future sessions the thought occurred to me that the general format could alternate between expository presentations/discussions, such as the one past, and sessions which focus on particular issues of general concern. I am sure there are a number of such issues; two which occur to me are:

- o How is office automation going to affect our organizational structure? This might include such elements as: the migration of jobs from technical and clerical to professional, the role of the secretary, registries and electronic mail, and the effect on office architecture.
- o How are employees to be provided adequate, career training for the fast evolving, high-tech world? This might include such elements as: helping employees beat career obsolescence, developing long range training plans for individuals, block training (a week or more) versus continuous training (some time daily), the use of computer aided instruction; and expanded use of extra-Agency rotations.

One last thought: If you should be inspired to have oysters at the next one, I'll help shuck them.



STAT

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OFFICERS OPEN MESS

Statement

DDA

Coke, Club Soda, Quinine Orange Juice, Tomato Juice, Potato Chips, Peanuts, Pretzels, Olives, Dry Vermouth, Dry Sack Sherry, Gin, Scotch, Brandy, Budweiser, Blue Ribbon, Natural Light, Taylor Chablis, Almaden Burgundy Collected	\$75.94 <u>54.95</u>
Amount Due	\$20.99
Received Payment:	

SECRET

DD/A Registry

82-0659/9

19 APR 1982

DD/A REGISTRY

FILE: 33

25X1 MEMORANDUM FOR: Director, [REDACTED]
VIA: Director of Communications
FROM: Harry E. Fitzwater
Deputy Director for Administration
25X1 SUBJECT: Directorate of Administration Office Directors Conference [REDACTED]

25X1 A number of Office Directors have expressed their enthusiasm for the most
25X1 recent conference [REDACTED] Although the conference was relatively brief, a
substantial amount of work was accomplished. In large measure, the success of
the conference was due to the outstanding support which we received from your
personnel. I would like to single out the comprehensive, effective assistance
25X1 which was provided by [REDACTED] and the fine service furnished by the
25X1 individuals who were assigned to work [REDACTED] Again, my sincere thanks and
25X1 appreciation for your excellent support. [REDACTED]

Harry E. Fitzwater

Harry E. Fitzwater

Distribution:

- 0 - Adse
- 1 - D/OC
- 1 - DDA Subject
- 1 - DDA Chrono
- 1 - HEF Chrono
- 1 - EO Chrono

25X1 EO/DDA/ [REDACTED] ba(19Apr82)

25X1

25X1

SECRET

Date 19 APR 1982

ROUTING AND TRANSMISSIONAL SLIP

TO: (Name, office symbol, room number, building, Agency/Post)		Initials	Date
1. ADDA		H	4-19
2. DDA			
3.			
4.			
5.			

Action	File	Note and Return
Approval	For Clearance	Per Conversation
As Requested	For Correction	Prepare Reply
Circulate	For Your Information	See Me
Comment	Investigate	Signature
Coordination	Justify	

REMARKS

DO NOT use this form as a RECORD of approvals, concurrences, disposals, clearances, and similar actions

FROM: (Name, office symbol, room number, building, Agency/Post)	Room No.—Bldg.
EO/DDA	Phone No.

5041-102

OPTIONAL FORM 41 (Rev. 7-76)
Prescribed by GSA
FPMR (41 CFR) 101-11.206

STAT

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DDA Conference
15-16 April 1982

25X1

Thursday, 15 April

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Friday, 16 April (continued)

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- 25X1 e. has been invited to the cocktail session.
- f. The "tab" will be divided among all participants.

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

FROM:

C/AD/OTE
1016 C of C

EXTENSION

NO.

DATE

16 March 1982

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. EO/DDA
7D24 HQS
ATTN:

16 MAR 1982

14 APR 1982

Am

2.

Per your request. There are lots of houses shown - the one circled in green is it!

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B.A.
Same for
another time

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Page Denied

FROM THE DESK OF

BRUCE T. JOHNSON

DIRECTOR OF DATA PROCESSING

DD/A Registry

82-0659/7

3/30/82

To:

E O/DDA

John - Sorry to be late.

Hope there may be of

some use.

25X1



Items for Possible Discussion at DDA Office Directors Conference

1. Our twice weekly staff meetings are useful communications sessions, but they do not permit focussed attention on broader questions on which it may be useful to develop a directorate policy as opposed (perhaps) to a series of office policies. The first examples that comes to my mind have to do, logically enough, with computer technology, and include such questions as:

How should the DDA use word processors?

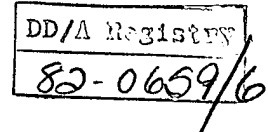
Do we need electronic mail links?

Should we attempt to develop a network of automated registries?

Other directorate-level concerns might include the records inventory now under way, the security of various computer data bases, control over non-paper records, the role of the Information Handling Systems Architect, the broader and more generalized use of the DDA's cadre of senior managers, career development, executive refresher training (whatever happened to SEMP?), the use of MG officers in the directorate, etc. The advantage of scheduled sessions with formal agendas is that participants can prepare for the discussion, obtain staff positions, and in general, give serious attention to items of business which cut across office lines, the way EXCOM agenda items cut across directorate lines.

2. The DDA manages all but one of the support services. Close interaction would seem to be essential to the effective functioning of the Offices of Security, Training, Medical Services, and Personnel. Wouldn't such interaction be facilitated by OP's return to the DDA?

ADMINISTRATIVE INTERNAL USE ONLY



26 MAR 1982

MEMORANDUM FOR: Executive Officer to the DDA

FROM:

[redacted]
Director of Security

STAT

SUBJECT: DDA Office Directors Conference

REFERENCE: Memo to Distribution from EO/DDA, dated
9 March 1982, same Subject (DDA 82-0659)

The Office of Security submits the following suggested topics for the DDA Office Directors Conference:

a. The Continuance of the Summer Only Program:

Although the program is administered by the Office of Personnel, it has a significant and negative impact on DDA personnel screening offices (Office of Medical Services and Office of Security) at a time when there is a tremendous human resource buildup in the Agency generally. This is an appropriate time to weigh the cost of the "summer only" program against its real benefits to the Agency. Every autumn this Office is confronted with serious security concerns when some summer employees, in being converted to staff status, fail the polygraph screening process.

b. Agency EEO Momentum: Although EEO goals are identified in the Advance Work Plans of DDA senior managers, there is a feeling that the program may be losing momentum or changing direction. The DDI has shown strong interest in Dr. King's two-day sensitivity program. [redacted] EEO Director, is making changes. There is continuing strong interest in the PATB issue.

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[redacted] has a unique insight. A [redacted] panel discussion may be helpful to office directors.

STAT
SIAI

c. Directorate Communications: There are quarterly program reviews; weekly reports; biweekly staff meetings; and periodic half-hour meetings with office directors.

ADMINISTRATIVE INTERNAL USE ONLY

OS 2 0652/A

ADMINISTRATIVE INTERNAL USE ONLY

Possibly there should be some discussion as to the effectiveness of these communications mechanisms.

d. DDA Senior Secretarial Panel: A number of officers have questioned the value of the DDA Senior Secretarial Panel. The general thrust is that it is a bureaucratic mechanism which serves no real purpose. Could not a fair method of screening and selecting senior secretaries be devised without involving another panel?

STAT

ADMINISTRATIVE INTERNAL USE ONLY

ADMINISTRATIVE - INTERNAL USE ONLY

DD/A Registry

82-0659/5

26 MAR 1982

ADPP 80-82-8

MEMORANDUM FOR: Executive Officer to the DDA

FROM:

STAT

[Redacted]
Assistant Director of Finance
for Policy and Planning

SUBJECT: DDA Office Directors Conference

REFERENCE: Your memo dated 9 March 1982, same subj,
DDA 82-0659

John,

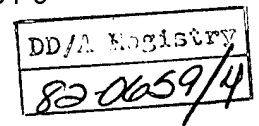
Ed Sherman asked that I pass along to you the following topics which undoubtedly warrant discussion at the upcoming Directors Conference:

- o The alternatives to meeting the lag between work force rebuilding (FY84) and existing new requirements.
- o Plans and preparations for future work force contingencies through usage of such devices as "development complements".
- o The alternatives to meeting current data processing requirements.
- o Meeting new and anticipated requirements through a permanent increase in the overseas support presence.
- o Implications for the DA of the [Redacted] Interim Report on the Agency overseas pay for secretarial, administrative and communications personnel.
- o Planning, within the constraints of the projected increase in Agency strength and the capacity of the new building, to take maximum advantage of space re-allocation to enhance DA services to Agency customers.

STAT

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ADMINISTRATIVE - INTERNAL USE ONLY



26 March 1982

MEMORANDUM FOR: Executive Officer, DDA
FROM: Robert A. Ingram, M.D.
Director of Medical Services
SUBJECT: Possible Topics for the DDA Conference

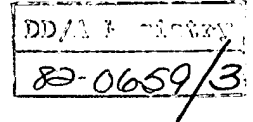
Following are possible topics for the DDA Office
Directors Conference, 15 and 16 April 1982:

- a. Disaster Planning
- b. Exercise Facility
- c. FTE/FTP through remainder of FY-82
- d. Some statistical findings regarding the
health of Agency personnel over the years

STAT

SECRET

OIS 82-203/1



25 MAR 1982

MEMORANDUM FOR: Executive Officer to the DDA

FROM:

Director of Information Services

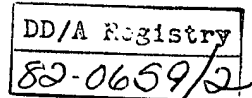
SUBJECT: DDA Office Directors Conference

REFERENCE: Your multiple addressee memorandum dated 9 March 1982,
same subject (DDA 82-0659)

1. Re Conference on 15-16 April, I have no particular topics that I wish to discuss on behalf of OIS. If anyone is interested (I doubt that they would be) and requests such information, I would be pleased to provide an update on OIS and the progress that we have made during the past year as the newest DDA office. Otherwise, I only plan to answer any questions that may arise concerning my area.

2. From my own standpoint, I would like to hear a briefing on the status of programs and initiatives in the Office of Communications. This important and highly technical office is a key to the future success of CIA activities around the world. It strikes me that a lot of things are not going particularly well, such as, who runs the and whether we will get Congressional approval for the recapitalization program. We hear bits and pieces of discussion at the DDA staff meetings, but most of us have little current knowledge as to what is really going on in Commo.

SECRET



22 MAR 1982

MEMORANDUM FOR: Executive Officer to the DDA

FROM: James H. McDonald
Director of Logistics

SUBJECT: DDA Office Directors Conference

REFERENCE: Mtpl Adse Memo from EO/DDA dated 9 Mar 82,
Same Subject (DDA 82-0659, OL 2-1094)

John:

1. In response to referent, I would like to see two items on the Agenda for either a presentation and/or discussion.

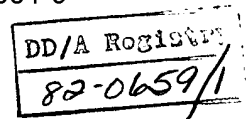
2. The first is Word Processors (WP) and Data Processing (DP) Terminals. With the forthcoming selection of an Agency Standard Word Processor, what is the impact, if any, on DP terminals such as the Delta Data? Also, can we get rid of the multiplicity of WP's; i.e., CPT, Lanier, NBI, Xerox, IBM, Wang, etc., and only use the selected standard? I'm sure there are a number of other facets that could be discussed on this issue.

3. Secondly, I'd like to see a discussion on what is a conundrum and has been looked at many times but might be ripe for a new look. That issue is the problem of obtaining support positions, particularly overseas. With the demise of MODE, BALPA, OPRED, and whatever other limitations State and various Administrations imposed, perhaps now is the time for DDA Offices, à la Commo, to manage and provide their own slots in the DDO, DDS&T, and DDI. If they want the service, it should be our judgment as to what the needs are in terms of resources, and we should plan accordingly and provide for them. I recognize that they (the DDO) will have to support us overseas with Ambassadors, but it would take a lot of pain out of it if we provided the positions.

STAT


James H. McDonald

OL 2-1094a



OC-M82-260
12 March 1982

MEMORANDUM FOR: Executive Officer to the DDA

FROM:

[Redacted]

Director of Communications

STAT

SUBJECT: DDA Office Directors Conference - Topics of
Discussion

REFERENCE: DDA 82-0659, Dtd 9 March 1982, Same Subject

John:

In view of the timing of the DDA Conference, its relative brevity, and the importance of the 1983 budgetary year, perhaps it would be well to use the conference as a forum for a comprehensive discussion of the budget and an opportunity to make decisions with regard to its composition and the strategies for accomplishing our goals.

[Redacted]

STAT

DDA 82-0659

9 MAR 1982

DD/A REGISTRY

FILE: 33

MEMORANDUM FOR: Director of Communications
Director of Data Processing
Director of Finance
Director of Information Services
Director of Logistics
Director of Medical Services
Director of Security
Director of Training and Education
Special Support Assistant to the DDA
Information Handling Systems Architect
Career Management Officer, DDA
Equal Employment Opportunity Officer, DDA
Chief, Safety Staff


FROM:



Executive Officer to the DDA

STAT

SUBJECT: DDA Office Directors Conference

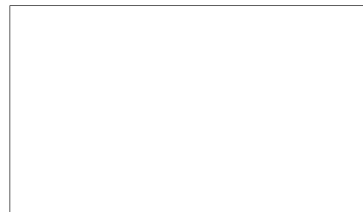
1. As you are aware,  has been reserved for the DDA Office Directors Conference from 1200 hours, 15 April until 1200 hours, 16 April.

STAT

2. We solicit any topics which you might wish to discuss at the conference. I would appreciate receiving your suggestions by 26 March so they may be reviewed, consolidated and incorporated into an agenda.

3. We are not planning to invite any participants outside of the directorate.

STAT



Distribution:

Orig-D/OC

1-Ea Adse

1-DDA Subject

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